



**CITY OF BURLINGTON  
DEPARTMENT OF PUBLIC WORKS**

645 Pine Street, Suite A  
Post Office Box 849  
Burlington, VT 05402-0849  
802.863.9094 VOICE  
802.863.0466 FAX  
802.863.0450 TTY  
[www.burlingtonvt.gov/dpw](http://www.burlingtonvt.gov/dpw)

**Chapin Spencer**  
*DIRECTOR OF PUBLIC WORKS*

## **M E M O R A N D U M**

To: Amy Bovee, Clerks Office  
From: Chapin Spencer, Director  
Date: October 23, 2015  
Re: Public Works Commission Agenda

Please find information below regarding the next **Special** Commission Meeting.

Date: **October 28, 2015**  
Time: 7:00 – 9:00 p.m.  
Place: **645 Pine St – Main Conference Room**

## **A G E N D A**

### **ITEM**

- 1 5 Min Agenda
- 2 10 Min Public Forum
- 3 95 Min Commission Work Session on Residential Parking Management Plan and the Downtown Parking & Transportation Study
  - A Communication, DPW Staff
  - B Commissioner Response/Questions
- 2 Min
  - C Public Comment
  - D Commission Discussion
  - E Action Requested - None
- 4 Adjournment

### Non-Discrimination

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**MEMORANDUM**

To: Public Works Commission  
Fr: Chapin Spencer, Director  
Re: **Work Session for Parking & Transportation Plans**

October 22, 2015

Thank you for giving us time at the special October 28<sup>th</sup> Public Works Commission to review and discuss the three draft parking and transportation plans:

- **DOWNTOWN PARKING & TRANSPORTATION PLAN:** This draft plan recommends revisions to the way public and private parking is managed in the downtown and waterfront areas.
- **RESIDENTIAL PARKING MANAGEMENT PLAN:** This draft plan recommends revisions to the Residential Parking Program and proposes additional strategies to manage parking in residential areas with high parking demand.
- **TRANSPORTATION DEMAND MANAGEMENT ACTION PLAN:** This draft plan recommends strategies to help City staff and other downtown commuters get to work other ways than driving solo – to help free up spaces for others who come downtown.

The plans are the culmination of a year-long process engaging residents, visitors, businesses and other stakeholders in evaluating how the City can better manage parking downtown and in residential neighborhoods. The draft plans were posted online for a 30 day public comment period that runs through November 15<sup>th</sup>.

All the plans can be reviewed at: [www.ParkBurlington.com](http://www.ParkBurlington.com). I have attached the executive summaries of the three plans here for your review.

It is important to remember that the acceptance of these plans does not change rates, hours, city ordinance, etc. Any changes to these items will require specific proposals, additional public process and formal approval once the plans are accepted.

**PUBLIC MEETINGS:** There are more upcoming public meetings for us to get additional public input:

- \* Downtown Parking Plan Public Forum: Tues, Nov 3, 7pm, City Hall, Contois Auditorium
- \* Presentations will also be made over the next month to NPAs and other Commissions

Don't hesitate to contact me ([cspencer@burlingtonvt.gov](mailto:cspencer@burlingtonvt.gov)) with any questions.

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CITY OF BURLINGTON

## DOWNTOWN PARKING AND TRANSPORTATION MANAGEMENT PLAN

BURLINGTON, VT

OCTOBER 2015

*This project is made possible thanks to the financial support of the Chittenden County Regional Planning Commission, the Vermont Agency of Transportation, the Burlington Business Association, the City of Burlington and private donations. Project partners include the Burlington Business Association, the City of Burlington's Community and Economic Development Office, Department of Public Works and Police Department.*

SUBMITTED BY:

DESMAN DESIGN MANAGEMENT

# Downtown Burlington Parking and Transportation Initiative

## EXECUTIVE SUMMARY

October 16, 2015

### INTRODUCTION

The City of Burlington has historically been governed by the idea that parking is a necessary utility to support downtown commerce and development, and as such needs to be provided at no or low cost in as much abundance as possible. Since it has not been viewed as a comprehensive system, parking management tasks have been split up among various City departments. While some efficiencies were achieved under this model, it also led to a parking system where core functions were fractured and subject to conflicting missions. Managing parking as a utility means that little thought is given to the bigger picture, including the availability and role of non-motorized modes of transportation and the impact of parking on quality of life; and even less thought is given to the financial sustainability of the fractured system.

Burlington has reached a point in its evolution as a City where it is prepared to move away from the core philosophy of parking as a base utility, including the 'more is better' perspective and its attendant policies. Following the cues of comparable communities across the country, Burlington is prepared to shift perspective and start treating transportation access to downtown as a mechanism for economic and community development, ***adopting a 'smart use' philosophy*** toward the development, management, and financial stability of parking assets and complementary transportation access options. This new school of thought is also a conscious step away from the traditional 'car is king' approach to transportation and towards a stance that integrates driving and parking as one in a broad array of transportation choices.

### SYSTEM GOALS, OBJECTIVES AND PRINCIPLES

#### Goals:

The downtown parking and transportation system will be designed and operated to:

- ◆ **Deliver a consistently positive customer experience**
- ◆ **Ensure the continued vitality of downtown Burlington**
- ◆ **Create a parking system which is fiscally sound and operationally efficient**

#### Objectives:

- ◆ Provide a high quality parking service which serves customers arriving by all vehicles
- ◆ Set prices and manage availability to support the needs of users and the community
- ◆ Actively promote and support the use of a wide range of transportation modes

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Burlington, Vermont

- ◆ Provide robust and effective information and on-line services and tools
- ◆ Support new development in downtown Burlington
- ◆ Collect data on system usage and use that data to inform policy
- ◆ Respond to constituents' changing needs and concerns
- ◆ Improve the fiscal operations of the system
- ◆ Sponsor non-core programs and events
- ◆ Operate facilities, services and programs that are environmentally responsible
- ◆ Improve management of downtown parking assets while implementing strategies to preserve the quality of life in transition zone areas

**Principles:**

To achieve these goals and objectives, the following principles must be followed:

- ◆ There must be governing body overseeing the downtown parking system that has representation from both the public and private sectors.
- ◆ There must be more structured coordination between the public and private parking systems.
- ◆ The downtown private parking assets must be more accessible for public use.
- ◆ The parking system must become a parking and transportation service, which supports multiple modes.

## BIG PICTURE

### 1. Burlington Parking Initiative Off to a Good Start

- ◆ Burlington's Traffic Fund outperformed its FY 2015 budget
- ◆ Occupancy and turnover rates in Downtown Core are improved
- ◆ Downtown Parking Team gathered feedback from 100s of community members and leaders
- ◆ Garage repair and improvement work is underway
- ◆ Public and area stakeholders support parking change
- ◆ Data collection is ongoing, with results informing 4-year plan

### 2. Topline Recommendations from DESMAN, Inc.

- ◆ Offer a range of parking options and price points that reflect demand
- ◆ Employ new technology like Pay-by-Phone to improve customer experience
- ◆ Complete Parking garage capital improvements in phases – 2015-2017, with a focus on cleanliness and safety
- ◆ Bring private parking lots and garages into the system
  - Open currently private spaces for public use through a myriad of strategies
- ◆ Retool 2-hour free parking in the Marketplace Garage and offer a merchant validation program in its stead
- ◆ Promote active transportation modes - such as walking, bicycling, and public transit - via targeted and proactive education and outreach
  - Offer more on-line services including paying for parking, leases, and violations

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Downtown Parking Initiative  
Burlington, Vermont

- ◆ Add secure bicycle parking as a system-wide service and prioritize it in downtown transportation strategy
- ◆ Offer special programs for employers and their employees

### 3. Some Things Should Remain Consistent

- ◆ No changes are recommended to current Snow Ban parking policy - garages will still serve as snow ban parking
- ◆ Lakeview and College Street Garages would have no changes in the 2-hour free parking program
- ◆ Parking enforcement in the evenings in the core of downtown should remain as long as occupancy data supports it
- ◆ Multiple forms of payment at meters and pay kiosks have been hugely successful - this should be continued
- ◆ It is recommended that parking downtown should continue to be unenforced on Sunday mornings

## PARKING POLICY AND OPERATIONS RECOMMENDATIONS

### Phase 1: August to December 2015

*Finalize pilot projects, continue capital work and engage the community on parking recommendations and changes.*

#### On-street

Finalize Smart Meter Pilot

Evaluate and report out on meter types, rates, and enforcement hours system-wide

Gather feedback from stakeholders on system changes

Implement a pay-by-phone application for parking

#### Garages

- ◆ Establish regular cycle to do annual cleaning, maintenance, and seasonal work in garages
- ◆ Begin operating Marketplace Garage on 24/6 schedule and adjust garage attendant schedules and seasonal work in garages to harness the benefit of automated lanes
- ◆ Complete 2015 capital work, including major renovation of Marketplace Garage elevator
- ◆ Add daytime security services to Marketplace Garage
- ◆ Install wayfinding signage

#### Private Parking

- ◆ Continue discussions with Burlington's four large garage owners about parking management agreements using recommended strategies in the plan
- ◆ Work on reform of related zoning issues to allow for more parking uses

#### Marketing and Outreach

Launch next phase of a parking and transportation website, [parkburlington.com](http://parkburlington.com)

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Include a broad range of parking and transportation resources and links, including those for public transit, bike parking and routes, and specific parking like handicap accessible, electric cars, and others  
 Work on adding pay for parking and citation services  
 Engage a broad range of stakeholders for feedback on parking system recommendations  
 Launch Interactive Parking Map

## Phase 2: 2016

*Begin approval process and implementation of parking recommendations while continuing capital improvements. Launch discussions on the creation of a Downtown Improvement District and use the feedback to write a plan.*

### On-Street

- ◆ Adjust enforcement hours and/or rates based on desired 85% occupancy, including the introduction of Sunday enforcement starting at noon
- ◆ Implement 4-tiered system for parking meters as outlined below with some seasonal adjustment within tiers (see Table I)
- ◆ Evaluate and report out on charging for parking 7 days a week.
- ◆ Relocate Main St. parking kiosks to surface lots, replace with smart meters
- ◆ Implement monthly data gathering and analysis to inform short and long term parking policy.

Table 1 - Proposed On-Street Parking System

Designation:	Tier 1	Tier 2	Tier 3	Tier 4
Application:	All 15 and 30 minute meters and time limited spaces	High-demand downtown core	Selected time limited and 3-hour metered spaces	Selected unlimited, time limited, 3- and 10-hour metered spaces
Technology and Policy:	Yellow 30-minute meters @ \$2.00/hour (\$0.50/15 minutes)	Grey "Smart" meters @ \$1.50/hour with no time limits	Blue "Smart" meters @ \$1.00/hour w 3-hour maximum	Brown long-term meters @ \$0.50/hour
Hours of Enforcement:	8 AM - 10 PM, Monday through Sunday	8 AM - 10 PM, Monday through Saturday (Noon – 10 PM, Sunday)	8 AM - 6 PM, Monday through Saturday	8 AM - 6 PM, Monday through Saturday

### Garages

- ◆ Launch interim validation program for City garages, whereby downtown businesses receive coupons for customers. The technology for this program would be updated when the garage system is overhauled in Phase 3.
- ◆ Develop and implement Standards of Care
- ◆ Develop and implement an Operations Manual
- ◆ Adjust rates in City garages based on short and long term use patterns

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- ◆ Develop and implement the following additional pricing policies at Lakeview and College:
  - Free or low-cost on Sunday
  - Flat-fee “night rate” from 4pm-3am
  - Downtown employee discounted parking program
- ◆ Begin operating Marketplace Garage 24/7
- ◆ Remove 2-hour free at Marketplace Garage once validation program established

### **Private Parking**

- ◆ Craft draft agreements with at least 2 large downtown garages
- ◆ Begin working with larger lots owners on shared solutions

### **Bicycle Parking**

- ◆ Work with nonprofit partners and bike users to identify priority locations for additional bike parking
- ◆ Install substantial additional bike parking and upgrade current racks located within the public right of way across downtown
- ◆ Work with private property owners to create more publicly accessible bike parking on private property, both indoor and outdoor, including secure bike parking options
- ◆ Add substantial quantities of secure bike parking to all public garages and ensure that it is sited, installed, and managed in ways that promote easy access and use
- ◆ Ensure all bike parking meets current national bike parking best practices

### **Marketing and Outreach**

- ◆ Continue improving website, adding key functions which improve customer service
- ◆ Survey market to identify key concerns areas for improvement
- ◆ Continue outreach and education campaign

## **Phase 3: 2017**

*Complete work and lay the groundwork for full implementation of a Parking and Transportation Management District for Burlington.*

- ◆ Add smart meters to the on-street system based on data and occupancy
- ◆ Continue to adjust enforcement hours and rates based on desired 85% occupancy
- ◆ Complete implementation of new Garage Standards of Operation and Maintenance
- ◆ Implement major overhaul of technology and payment systems in garages
- ◆ Continue automation investments and implement 24/7 operation of all garages
- ◆ Complete majority of \$9M of deferred capital work
- ◆ Continue implementing highest priority bike parking upgrades downtown
- ◆ Enhance website functionality to enable purchase of leases and payment of tickets through the Go! Burlington website

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- ◆ Review and report out on performance of the parking system during the pilot periods
- ◆ Evaluate the management structure of public (and participating private) garages

## 5-YEAR FINANCIALS

### Parking and Transportation Management Plan Pro Forma – 2016 to 2020

	FY2016	FY2017	FY2018	FY2019	FY2020
Expenses	5,112,791	5,052,894	5,190,006	5,474,990	5,552,637
Revenue	5,662,107	6,109,449	6,631,823	7,154,447	7,703,637
Net Operating Income	549,316	1,056,555	1,441,818	1,679,457	2,151,001
Debt Service	(663,170)	(1,046,317)	(1,230,513)	(1,230,513)	(1,230,513)
Net Cash Flow	(113,854)	10,239	211,305	448,945	920,888

**Please note:**

- The projected expenses and revenues above are based on the policy and operations recommendations in the previous section.
- Figures include Burlington Airport parking expenses and revenue, expenses of Burlington school crossing guards and signals, and an annual payment to the Police Department for parking enforcement operations.
- All revenue generated from parking (excluding citations) remains in the city transportation/parking fund for maintenance and improvement of the system.
- FY'16 expenses and revenues are both modestly higher than the City's approved FY'16 budget as the consultant is projecting higher revenues and recommending additional capital work to be completed in the fiscal year.

## PARKING & TRANSPORTATION MANAGEMENT DISTRICT

*A private-public collaborative charged with meeting the goals and objectives of the PMD and creating a parking and transportation system that supports the community and our downtown.*

### Pilot Period - July 1, 2015 to June 30, 2017

- ◆ Create a pilot entity (Go! Burlington) through Council resolution charged with the following:
  - Oversee the implementation of the Downtown Parking Management District Plan (PMD)
  - Advise DPW on rates, policies, and prioritization of reinvestments in the parking system.
  - Set and monitor annual goals for the parking system based on the PMD plan
  - Work closely with DPW and the BBA to further the objectives of the PMD
  - Ensure that transportation access to downtown is managed and developed in a way that is consistent with the smart use philosophy outlined in the introduction to this plan

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- ◆ On behalf of the private sector, Burlington Business Association (BBA) will:
- ◆ Utilize DID funding support from the DID (currently underwriting the cost of the 2-hour free parking program) will be responsible for the following:
  - Implement recommendations from the Downtown Parking Study.
  - Lead the effort to work with Private parking owners to achieve the goal of efficiently utilizing all of Burlington's parking assets.
  - Manage marketing, communications, and outreach of parking and transportation services
  - Create a Parking and Transportation website which:
    - Provides information and access to parking and transportation services
    - Includes an interactive parking map which includes bike parking
      - Coordinate the provision of downtown TDM services
      - Work closely with DPW and Go!Burlington to further the objectives of the PMD
- ◆ On behalf of the City, DPW will:
- ◆ Support maintenance and attendant/ambassador positions to deliver a great customer experience
- ◆ Prioritize capital reinvestment and automation in the public garage system
- ◆ Complete a majority of the garage capital projects outlined in the Hoyle Tanner Associates (2014 HTA) Facilities assessment and present a plan for the timely completion of the remaining work
- ◆ Manage both off-street and on-street public systems (including bike parking) in a manner that follows the PMD and includes input from Go!Burlington and the BBA
- ◆ Focus the DPW Assistant Director job description on parking and transportation, with a national search and input from Go! Burlington, BBA and the PAC
- ◆ Create and implement standards of care for the parking system
- ◆ Create and implement standards of operations for the parking system
- ◆ In Collaboration the team of Go! Burlington, BBA and DPW will:
  - Implement the parking and transportation recommendations outlined in the PMD
  - Craft a plan for creation of a Downtown Improvement District
  - Prioritize bike parking needs downtown and develop implementation plan
  - Work towards a 5-year goal of repairing and improving the parking system on the following three fronts so that the system generates net income that would then be re-invested in the care, improvement, and marketing and promotion of Burlington, VT.
    - Well-maintained capital infrastructure
    - Excellent customer service
    - Efficient operations

## **Downtown Improvement District Implementation**

*(upon completion of Pilot – July 2017)*

- ◆ Formally incorporate the DID as a separate organization.
- ◆ Formalize DID funding permanently to support transportation-related work of the DID
- ◆ Request City Council grant certain authorities to the DID

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- ◆ Formalize collaboration with Church Street Marketplace

## TRANSPORTATION AND DEMAND MANAGEMENT POLICY RECOMMENDATIONS

- ◆ Create a Transportation Demand Management (TDM) service model for downtown employees
- ◆ Work with CATMA as service delivery agent
- ◆ Develop a on-line portal for transportation services
- ◆ Create secure, covered bicycle parking and a mechanism to pay for its ongoing maintenance and expansion over time as warranted by demand

## ACHIEVEMENTS AND REALIZATION OF PURPOSE

We set forth the following achievements to realize within the first five years of operation as benchmarks for determining the success of this initiative:

- ◆ The Burlington parking system is operating within budget while ensuring that the capital and maintenance needs of the garages as outlined in the HTA report are met.
- ◆ Work is complete on all needed capital improvement and annual recommended maintenance is completed.
- ◆ Parking and Transportation customers when polled report that they are receiving a better service when compared to 2014.
- ◆ The Go!Burlington can list improvements to the system that create a better customer experience.
- ◆ Data supports the efficacy of changes to the parking system.
- ◆ Private parking facilities have executed agreements for joining the Parking Management District and are providing currently underutilized parking spaces to a myriad of uses.
- ◆ Rates of bicycling, walking, and transit use are systematically and regularly measured, and all show sustained and substantial growth over time relative to driving and parking as modes of access to downtown

## REFERENCES:

[Desman Associates Parking Study and Recommendations 6/23/2015](#)

[Park Burlington website](#)

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Downtown Parking Initiative  
Burlington, Vermont



the science of insight

DRAFT REPORT

## RESIDENTIAL PARKING MANAGEMENT PLAN

10.16.2015



55 Railroad Row  
White River Junction, VT 05001  
802.295.4999  
[www.rsginc.com](http://www.rsginc.com)

PREPARED FOR:  
CITY OF BURLINGTON  
SUBMITTED BY:  
RSG

## EXECUTIVE SUMMARY

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The City of Burlington started its residential parking program in the 1990s to regulate on-street parking in the neighborhoods around Centennial Field. Since then, streets with resident parking restrictions have expanded to over eight miles of curbside parking, located predominantly in neighborhoods adjacent to high parking generators such as the University of Vermont (UVM), the UVM Medical Center, and portions of downtown.

The 2011 Burlington Municipal Development Plan (PlanBTV) recommended that a Residential Parking Study be conducted to formally review the existing program and recommend revisions to management, administration, and enforcement of on-street parking in residential areas. The Study is jointly sponsored by the City and the Chittenden County Regional Planning Commission (CCRPC), and consisted of the following tasks:

- Analysis of the current residential parking streets, regulations, and trends;
- Review of residential parking practices in comparable cities;
- Comprehensive analysis of parking supply and demand in three representative Burlington neighborhoods;
- Extensive public outreach, including two public meetings, four Advisory Committee meetings, Neighborhood Planning Assembly meetings, and online comment tools.
- Recommend approaches and strategies that allow for flexibility to improve residential area parking management.

The Plan strives to achieve the following objectives to improve parking in residential areas:

- Balance parking needs of residents, visitors, and commuters.
- Account for neighborhood need and quality of life.
- Administer a program that is fair and transparent.
- Consider the highest and best use of the public right-of-way.
- Streamline the administrative process.
- Apply a data driven approach.
- Utilize market-responsive feedback.
- Address the need to maintain city transportation infrastructure.

The Plan recommends the continuation of seven general parking management approaches, in which the City is currently engaged, and recommends nine strategies that are new or important modifications of the existing residential permit program (RPP). The over-arching goal is to achieve an optimal parking management approach that preserves the livability of Burlington neighborhoods while finding the best use of the public Right-of-Way. **None of the strategies proposes removing existing resident-only parking restrictions.**

To improve parking in residential areas, this Plan recommends a menu of strategies that can be in-lieu of or in addition to residential parking permits. General parking management

strategies can be implemented at any time. To improve the residential permit program, nine strategies are recommended for implementation over the short-term (0-1 year), mid-term (1-3 years), and long-term (3+ years). The table below provides a summary description of the residential parking toolbox with seven General Parking Management Approaches and nine Strategies for the residential permit program, the time frame for implementation, and the City departments (or other agencies) responsible for spearheading and supporting the strategies.

Description			Responsible City Department/Agency	
			Lead	Supporting Department/Agency
General Parking Management Approaches	Strategic Approaches	Encourage and Improve Sustainable Transportation Modes	DPW	CEDO, Planning, CATMA, CCTA, CCRPC, CarShareVT, Institutions
		Encourage Satellite Parking and Incentivize Parking in Remote Lots	DPW	CEDO, Planning, CATMA, Institutions, CCTA
		Improve Signage and Wayfinding	DPW	
	Tactical Approaches	Install Parking Meters/Paystations	DPW	Burlington Police Department
		Implement Parking Time Limits in Non-RPP Areas	DPW	
		Stripe Parking Stalls	DPW	Burlington Police Department
		Improve Lawn Parking Ban Enforcement	BPD	DPW, Code Enforcement
		Short-Term Residential Permit Program Strategies		
0-1 year	1	Provide Online Residential Permit Resources: Downloadable Application and Renewal Documents	BPD	DPW
	2	Establish Commuter Parking Permit Program (3-Year Pilot Program)	DPW	Burlington Police Department
	3	Establish Residential Parking Permit Periods Based on Supply and Demand	DPW	Burlington Police Department
	4	Evaluate Residential Parking Areas Rather Than Streets	DPW	Burlington Police Department
	5	Streamline the Process for Petitioning for Resident-Only Parking	DPW	Burlington Police Department
	6	Establish Process for Removing or Reallocating Residential Parking	DPW	Burlington Police Department
1-3 years	Mid-Term Residential Permit Program Strategies			
	1 (mid-term)	Provide Online Residential Permit Resources: Comprehensive Program Information	DPW	Burlington Police Department
	7	Revise Program to Incorporate Fee Structure and to Allocate a Maximum of 4 Permits per Dwelling Unit	BPD	DPW, Planning
>3 years	Long-Term Residential Permit Program Strategies			
	1 (long-term)	Provide Online Residential Permit Resources: Online Payment of Permits and Fines	DPW	Burlington Police Department
	9	Improve Enforcement Technology	BPD	DPW

The Study recommends that the City review the residential parking program every five years to determine whether modifications are necessary to better address community goals.





CITY OF BURLINGTON

# TRANSPORTATION DEMAND MANAGEMENT ACTION PLAN

BURLINGTON, VERMONT  
OCTOBER 2015



180 Battery Street, Suite 350  
Burlington, Vermont, 05401  
802.383.0118  
[www.rsginc.com](http://www.rsginc.com)

**PREPARED FOR:**  
CITY OF BURLINGTON AND CCRPC

**SUBMITTED BY:**  
RSG & CATMA





# EXECUTIVE SUMMARY

**Purpose:** In 2014, the City of Burlington contracted with RSG and CATMA to create a Transportation Demand Management (TDM) Action Plan for City staff to reduce congestion, encourage healthy choices, reduce harmful vehicle emissions, and reduce downtown parking demand.

**Methodology:** The project team collected data from City documents, individual interviews with City staff in various departments, a best practices scan of comparable cities, focus groups with City staff, and coordination with the Downtown Parking Study.

## MAIN RECOMMENDATIONS: LONG TERM (4 OR MORE YEARS)

- Charge for Parking:** Charge Downtown and South End employees market rate for parking combined with a Commute Allowance.
- Commute Allowance:** Provide a pre-tax subsidy that can be used towards a transit pass, a parking pass, or bicycle commuting.
- Telework:** Enable employees to use telecommunications to work remotely and substitute their physical commute travel.
- Downtown TDM Coordinator:** Create a position that will serve as point of contact with CATMA, including role of Employee Transportation Coordinator (ETC). The Coordinator will keep downtown employees informed of TDM benefits and monitor employee TDM activity/usage.

## MAIN RECOMMENDATIONS: SHORT TERM (3 YEARS OR LESS)

- Unlimited Access/Universal Transit Pass:** Negotiated reduced rate (via CATMA membership), easy to load funds, choice between transit + four parking “tokens” per month OR monthly parking pass.
- Parking Cash-Out:** Allows employees to have a choice of a parking space or to receive the cash equivalent of that space and use a non-SOV commute.
- City TDM Coordinator in Human Resources Department:** Serve as point of contact with CATMA, including role of ETC. Assist TMA and Go! Burlington with keeping City employees informed of the TDM benefits. Monitor employee TDM activity/usage.
- Citywide TDM Offerings Through the General Fund:** Administer Transportation subsidies and programs, including employee CATMA memberships, at a Citywide level for all employees, from the General Fund
- Flextime Policy:** Allow the employer/employee to agree to a modified work schedule in order to avoid peak traffic or accommodate a non-SOV commute.
- Website with Log-in Feature:** Allow employees to track their commute, get information on transportation benefits, carpool, and route-finder.

## STRATEGIES TO MAINTAIN

CATMA membership, CarShare VT Business Membership, City Green Bikeshare Program

## CAPITAL AND ADMINISTRATIVE RECOMMENDATIONS

Increase and Improve Bicycle and Pedestrian Facilities, Improve Transit Ridership, Monitor TDM Programs, and Coordinate all Downtown TDM Activities

*The following pages summarize these four categories of recommendations. They may be used as standalone documents for the purposes of public outreach.*

## Project Goals Key



Reduce Traffic



Reduce Commuter Parking Demand



Promote Active Lifestyle



Reduce Carbon Emissions and VMT



Create an Attractive Eco-Minded City

LONG-TERM ACTION (4 or more years)	PROJECT GOALS	REASONS	TIMEFRAME
<b>Charge for Parking:</b> Charge Downtown and South End employees market rate for parking, combined with Commute Allowance.		<ul style="list-style-type: none"> <li>City loses money on parking</li> <li>More demand than capacity at lots</li> <li>Makes TDM the default option for employees</li> </ul>	Long-term
<b>Commute Allowance:</b> Provide a pre-tax subsidy that can be used towards a transit pass, a parking pass, or bicycle commuting.		<ul style="list-style-type: none"> <li>Helps employees with commute costs</li> <li>Rewards sustainable transportation modes</li> <li>Makes TDM the default option for employees</li> </ul>	Long-term
<b>Telework:</b> Enable employees to use telecommunications to work remotely and substitute their physical commute travel.		<ul style="list-style-type: none"> <li>Reduces car use</li> <li>Removes the need for a car before, during, or after work for personal reasons</li> <li>Provides flexibility during work hours</li> </ul>	Long-term
<b>Downtown TDM Coordinator:</b> Create a position that will serve as point of contact with CATMA, including role of Employee Transportation Coordinator. The Coordinator will keep downtown employees informed of TDM benefits and monitor employee TDM activity/usage.		<ul style="list-style-type: none"> <li>Increases awareness of TDM offerings</li> <li>Removes need to register at various places for various TDM services</li> <li>Makes TDM the default option for employees</li> </ul>	Long-term

SHORT-TERM ACTION (3 years or less)	PROJECT GOALS	REASONS	TIMEFRAME
<b>Universal/Unlimited Transit:</b> Negotiated reduced rate (via CATMA membership), easy to load funds, choice between transit + 4 parking “tokens” per month OR monthly parking pass.		<ul style="list-style-type: none"> <li>Increases awareness of TDM offerings</li> <li>Automatic opt in for transit</li> <li>Departments will not pay for transit passes</li> <li>Provides employee ID card</li> </ul>	Target Year 2018
<b>Parking Cash-Out:</b> Allows employees to have a choice of a parking space or to receive a cash incentive to use a non-SOV commute.		<ul style="list-style-type: none"> <li>Helps employees with commute costs</li> <li>Rewards sustainable transportation modes</li> <li>Makes TDM the default option for employees</li> </ul>	Target Year 2017
<b>City TDM Coordinator in Human Resources Department:</b> Serve as point of contact with CATMA, including role of Employee Transportation Coordinator. Assist TMA and Go! Burlington with keeping City employees informed of the TDM benefits. Monitor employee TDM activity/usage.		<ul style="list-style-type: none"> <li>Increases awareness of TDM offerings</li> <li>Removes need to register at various places for various TDM services</li> <li>Makes TDM the default option for employees</li> </ul>	Target Year 2016-2017
<b>Citywide TDM Offerings Through the General Fund:</b> Administer transportation subsidies and programs, including employee CATMA memberships, at a Citywide level for all employees, from the General Fund		<ul style="list-style-type: none"> <li>Departments will not pay TDM costs</li> <li>Increases awareness of TDM offerings</li> </ul>	Target Year 2017
<b>Flextime Policy:</b> Allows the employer/employee to agree to a modified work schedule in order to avoid peak traffic or accommodate a non-SOV commute.		<ul style="list-style-type: none"> <li>Reduces car use during peak hours</li> <li>Provides flexibility during work hours</li> </ul>	Target Year 2016-2017
<b>Website with Log-in Feature:</b> Allow employees to track their commute, get information on transportation benefits, carpool, route-finder		<ul style="list-style-type: none"> <li>Increases awareness of TDM offerings</li> <li>Removes need to register at multiple places</li> <li>Makes TDM the default option for employees</li> </ul>	Existing through CATMA, Improvements Target Year 2016-2017

Project Goals Key

Reduce Traffic

Reduce Commuter Parking Demand

Promote Active Lifestyle

Reduce Carbon Emissions and VMT

Create an Attractive Eco-Minded City

Existing Strategies to Maintain	Project Goals	Reasons	Timeframe
<b>City Green Bikeshare Program:</b> A bicycle sharing system is a service in which bicycles are made available for shared use to individuals (City staff and business colleagues) on a short term basis.		<ul style="list-style-type: none"> <li>Provides employees with active transportation during work hours</li> <li>Increases awareness of TDM offerings</li> <li>Makes TDM the default option for employees</li> </ul>	Existing TDM Program
<b>Bike Parking, Locker, and Shower Facilities:</b> Allow employees to use active transportation modes by providing a place to store a bike during the day and change into work attire after commuting		<ul style="list-style-type: none"> <li>Accommodates active transportation modes</li> <li>Increases awareness of TDM offerings</li> <li>Makes TDM the default option for employees</li> </ul>	Existing TDM Program
<b>Car Share VT Business Membership:</b> Provides employees access to vehicles for work trips throughout the day. Employees may also set up their own account for personal trips.		<ul style="list-style-type: none"> <li>Provides non-drives with vehicle for work tasks</li> <li>Accommodates active transportation modes</li> <li>Increases awareness of TDM offerings</li> <li>Makes TDM the default option for employees</li> </ul>	Existing TDM Program
<b>CATMA Membership:</b> Provides guaranteed ride home, transportation education, Bike/Walk programs and events, and incentives to use sustainable transportation modes.		<ul style="list-style-type: none"> <li>Promotes active transportation modes</li> <li>Increases awareness of TDM offerings</li> <li>Makes TDM the default option for employees</li> </ul>	Existing TDM Program

Ongoing Capital and Administrative Improvements	Project Goals	Reasons	Timeframe
<b>Increase and Improve Bicycle and Pedestrian Facilities:</b> Provide a sustainable transportation and accessibility system and emphasize healthier options over the SOV		<ul style="list-style-type: none"> <li>Promotes active transportation modes</li> <li>Increases awareness of active transportation</li> <li>Makes TDM the default option for employees</li> </ul>	Ongoing
<b>Improve Transit Ridership:</b> Support projects that increase transit ridership		<ul style="list-style-type: none"> <li>Increases awareness of transit</li> <li>Facilitates active transportation modes</li> <li>Supports a robust transit network</li> </ul>	Ongoing
<b>Monitoring:</b> Ensure that the TDM programs are meeting targets and goals of the Climate Action Plan by reducing employee VMT.		<ul style="list-style-type: none"> <li>Data provides information on obstacles to success</li> <li>Tracks progress over time</li> </ul>	Ongoing
<b>Downtown TDM Administration:</b> Coordinate Downtown TDM activities.		<ul style="list-style-type: none"> <li>Increases Citywide awareness of TDM</li> <li>Facilitates adoption of City strategies by downtown employers</li> <li>Achieves economies of scale for TDM offerings</li> </ul>	Long-Term

THREE YEAR GOALS OF TDM ACTION PLAN

Year 1 Goals:

- 33% reduction (284 passes) in Lakeview Garage parking passes issued
- 28% of downtown employees requesting parking cash out
  - (Of the ~153 downtown employees, this includes 24 employees currently request parking pass plus 20 employees who currently use sustainable modes = 44 employees total)

Year 2 Goals:

(After Year 1, review and adjust fees to meet new reduction target.)

- 50% reduction (432 passes) in Lakeview Garage parking passes issued
- 35% of downtown employees requesting parking cash out
  - (Of the ~153 downtown employees, this includes 36 employees currently request parking pass plus 30 employees who currently use sustainable modes = 66 employees total)

Year 3 Goals:

(After Year 2, review and adjust fees to meet new reduction target.)

- 67% reduction (576 passes) in Lakeview Garage parking passes issued
- 42% of downtown employees requesting parking cash out
  - (Of the ~153 downtown employees, this includes 48 employees currently request parking pass plus 40 employees who currently use sustainable modes = 88 employees total)

At the end of year 3, the City should review progress and decide whether to adjust goals to reflect 3-year trends, implement no new changes because the TDM efforts are working, or seek to add disincentives (e.g., parking fees) to complement incentives. This changes the TDM program from being a voluntary incentive-based approach to a mixture of incentives and disincentives, which have a greater impact on transportation behavior than singular strategies implemented on their own.

Estimated 3-Year Financials: Transit Pass and Parking Cash Out (Downtown Employees) Pro Forma

	Year 1	Year 2	Year 3
Expenses	\$33,704	\$51,794	\$77,898
Revenue	\$21,600	\$32,400	\$43,200
Net Operating Income	(\$12,104)	(\$19,394)	(\$34,698)

Notes and Assumptions

- The projected expenses and revenues above are based on the policy and operations recommendations from the TDM Action Plan.
- Figures do not include costs/revenue described in the Downtown Parking Study.
- Figures do not include additional revenue from leasing additional Lakeview Garage parking capacity due to anticipated other downtown garage parking projects.
- The start date for any of the proposed work in the TDM Action Plan would begin in FY17 or later.

Transportation Costs

	Year 1	Year 2	Year 3
Bike Share	\$0	\$0	\$0
CATMA	\$13,000	\$13,000	\$13,000
CarShare VT	\$2,440	\$2,600	\$2,776
Transit	\$7,704	\$8,474	\$9,322
Parking Cash Out	\$10,560	\$27,720	\$52,800
TOTAL COSTS	\$33,704	\$51,794	\$77,898
PARKING LEASE REVENUE	\$21,600	\$32,400	\$43,200
NET COST	(\$12,104)	(\$19,394)	(\$34,698)

Notes and Assumptions

- Bike share program subsidized by BlueCross BlueShield Vermont.
- CATMA membership fee no longer subsidized by federal grant or membership base.
- Estimated 12 new employees would join CarShare Vermont each year (1 per month), and usage/fees would increase by 10% each year.
- Transit ridership costs estimated to increase 10% per year. Transit rides discounted at 28% per ride through the City’s membership with CATMA.
- Parking cash out: About 72 parking passes are issued currently per month to City employees, about 1/3 of which (~24 spaces) are not used, and about 2/3 (~48 spaces) are used less than half the time. Parking cash out is priced at \$20/per pass in year 1, \$35/per pass in year 2, and \$50/per pass in year 3. An estimated 44 employees would choose the parking cash out in year 1, 66 in year 2, and 88 in year 3:
  - This includes 24 employees who currently choose a parking pass (but do not use) in year 1, 36 employees in year 2, and 48 employees in year 3.
  - This includes estimate of downtown employees who currently walk, bike, or “other” and would choose parking cash out (20 in year 1, 30 in year 2, and 40 in year 3).

- Parking lease revenue would be from spaces freed by employees requesting cash out rather than parking pass (24 spaces in year 1, 36 in year 2, 48 in year 3).

Highlights

Between June 2013 and July 2014, the City paid \$31,050 towards employee commute and transportation options in the form of subsidized parking spaces, transit passes, CATMA membership, and CarShare VT membership/usage. The true cost of these services is estimated at \$104,664.

For example, the City of Burlington provides “free” parking in the Lakeside Garage for employees working in the downtown core. Although provided at no-cost to staff, the City pays \$20 per pass, per interested employee regardless of whether or how often the pass is used per month.

Between June 2013-July 2014, the City bought 862 parking passes (at \$20 per pass), or approximately 72 passes per month, for a total cost of \$17,240. Had those spaces been leased at the \$75 market rate, the City would have generated revenue of \$64,650. An internal study conducted previously by the City suggests that two-thirds of these staff passes are used less than half the time, and that close to one-third of the passes may not be used at all. Unlike the peer communities noted in this TDM Action Plan, the City of Burlington is the only one to provide free parking to employees.

While the Lakeview Garage has ample space to meet existing demand, scheduled repairs in the Marketplace Garage will at least temporarily decrease the overall downtown parking supply, which will increase demand for the Lakeside garage. There is also redevelopment planned for the downtown shopping mall. This may include demolition of the Cherry Street Garage, perhaps permanently reducing the City’s overall parking assets by ~700 spaces. The demand for spaces in the Lakeview Garage will be immediate and it will likely be at capacity when those downtown garage projects begin.

The City also provides transit passes (10-ride and monthly) to City staff upon request. These are purchased by the City from CCTA at market rate. The City pays upfront and incurs that cost whether or not the passes are used. This report recommends that the City switch from its current system to an Unlimited Access transit pass program—starting with paper passes that have no production charges—where the City would incur costs on a per-ride basis.

The City also provides CarShare Vermont membership to City staff. Monthly membership fees and per-use charges are borne by individual departments. Membership allows employees to commute sustainably (walk, bike, transit, carpool) but maintain access to a vehicle for work-related trips.

At present, City departments are billed separately for their respective staffs’ use of transportation services. Because departments are charged individually, and because bus passes and CarShare Vermont monthly membership fees are more costly than subsidized parking passes, anecdotal evidence suggests that departments are discouraged from encouraging staff to use alternative modes of transit. Hence, this report recommends that the City pay for commuting programs through the General Fund, removing the burden from individual and limited departmental budgets.

This report also suggests the implementation of a Parking Cash Out program in which employees receive a cash incentive for not accepting a parking pass. According to the literature, this may require up to 50 hours of administrative time per year, depending on the number of employees taking advantage of this program. When the policies and procedures of this program are established and become routine for Human Resources staff, this is anticipated to result in an additional 1-3 hours per month of administration by the Human Resources department. In addition, CATMA has expressed readiness to assist with employee data analysis as part of the City’s associate membership. If and when a downtown Parking and Transportation Management District is created, as recommended in the Downtown Parking and Transportation Management Plan, TDM services could ultimately be provided by a Downtown Improvement District and/or a Transportation Management Association (TMA), such as CATMA. The DID/TMA would service many downtown businesses, including the City of Burlington as an employer, and likely reduce or eliminate time spent by HR staff on transportation programs.

With completion of this TDM Action Plan, a second phase study is planned to examine in more detail the economic costs, technological issues, and other details and logistics associated with the design and implementation of a Unlimited Access/Universal Transit Pass Program, and a Parking-Cash Out/ Commute Allowance Program as outlined in this Plan. The goal is to pilot these efforts with the City of Burlington as a downtown employer, and to examine its potential to serve as a model for the downtown business community.